



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

26 JUN 1998

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR DISTRIBUTION

FROM: SAF/AQ  
1060 Air Force Pentagon  
Washington, DC 20330-1060

SUBJECT: Under Secretary of Defense (Acquisition & Technology) Memorandum, "The Single Process Initiative - A Long Term Perspective," June 3, 1998

USD (A&T)'s long term perspective (Attachment) is that transition to a Performance Based Business Environment (PBBE), maximizing the use of commercial items and practices, is a key step to achieve civil military integration and a globally competitive national industrial base. New Air Force programs have adopted performance based requirements that permit commercial approaches and allow industry to restructure and streamline processes. The Single Process Initiative (SPI) is the mechanism for implementing acquisition reform changes on existing contracts and has proven effective to improve contractor operations and reduce contract cost. Air Force Component Team Leaders (AFCTLs) and program offices participating with SPI management councils should encourage contractors to prepare SPI proposals in performance language whenever practicable to assist transition to PBBE.

I expect Program Executive Officers (PEOs), Designated Acquisition Commanders (DACs), and the Technology Executive Officer (TEO) to commit appropriate resources to participate with local management councils, as well as at assigned higher level management councils. Industry relationships are essential to capture ideas and remove barriers to improved performance. We must look for innovative approaches that lead to greater efficiency and improved products. Air Force representation on management councils helps to communicate and give early feedback on contractor SPI proposals. AFCTLs will promptly review and coordinate contractor SPI proposals and elevate issues or impediments to their PEO, DAC, or TEO and, in turn, to my office if they cannot be resolved.

Working together with our government and industry counterparts on SPI will help us move toward our vision of a performance based business environment and improve our ability to provide our customers, the warfighter, with the best value goods and services. Air Force SPI policy and guidance is found at [http://www.safaq.hq.af.mil/acq\\_ref/spi](http://www.safaq.hq.af.mil/acq_ref/spi). Our point of contact is Mr. Ryan Bradley (SAF/AQRE; DSN 425-7830 or (703) 588-7830; [bradley@af.pentagon.mil](mailto:bradley@af.pentagon.mil)).

Attachment  
USD(A&T) Memorandum

  
**DARLEEN A. DRUYUN**  
Principal Deputy Assistant Secretary  
(Acquisition & Management)

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